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White Mountain Attractions Gateway Visitor Center



Interpretive Plan

USDA Forest Service
Center for Design & Interpretation



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USDA Forest Service Center for Design & Interpretation



White Mountain Attractions Gateway Visitor Center

Interpretive Prospectus and Plan

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INTRODUCTION

Project Description: Gateway Visitor Center Exhibits

The Gateway Visitor Center (GVC) is considered one of the “book-ends” of the original Kancamagus Scenic Byway Interpretive Plan, developed for the byway in 1992. The Kancamagus Scenic Byway, on the White Mountain National Forest (WMNF) in central New Hampshire, covers 28 miles, includes a total of 14 sites, and connects visitors’ current experiences to the past, in the context of a changing landscape. The visitor center exhibits will be presented in a universally accessible design setting, with attention to the use of native and natural materials, the embodiment of a conservation ethic throughout, and the incorporation of the four designated themes:

- cultural/historical resources information,
- natural resources information (e.g., scenic views, geologic interest, and nature trails),
- forest management and conservation, and
- orientation to available activities (e.g., hiking, camping, and skiing).

The Kancamagus Highway was designated a National Forest Scenic Byway in 1989. As part of the National Scenic Byways program (within which it was designated in 1996), this byway is intended to be a showcase of outstanding National Forest scenery and to increase visitors’ awareness and appreciation of management activities on the WMNF. The GVC provides an ideal opportunity to provide interpretive and educational exhibits that define the unique and significant stories of the creation of the Forest Service as part of early tourism and public participation in government at the turn of the twentieth century.

The new additional interior space at White Mountain Attractions (WMA), a private regional business organization, will function as a Forest Service visitor center and will provide visitor orientation and information, exhibits, and several flexible spaces that may be used for viewing audiovisual materials (if desired), as well as for live demonstrations or docent programs or as open windows to the exterior.

The exhibit design, fabrication, and installation for the Gateway Visitor Center exhibits will be contracted during the summer of 2003, with design development and review occurring through the remainder of 2003 and into early 2004. Exhibit installation is anticipated to occur in fall 2004. Interpretive themes, goals, and objectives established in this document will serve as the basis for exhibit development and the establishment of priorities.

Under a Challenge Cost-Share Agreement, the Forest Service will use this state-owned facility. The agreement specifies that the Forest Service will provide, operate, and maintain interpretive exhibits in the Gateway Visitor Center.

All of the exhibits will be installed in a manner that will allow future removal; this means they will be built in modules. The exhibits will remain the property of the Forest Service and will be considered temporary in this building.

Project Purpose

The purpose of this project is to orient visitors, distribute recreational information, and interpret the cultural history of the WMNF and of resource management. This project will create a positive public image; meet forest, regional, and national goals for interpretation, education, and exhibit design; enhance public safety and accessibility; and encourage public understanding of and appreciation for the Forest Service, its mission and management, and its role in resource protection.

Market Audience: Visitor Use and Analysis

Two main types of visitors travel the Kancamagus Scenic Byway: small family units, composed of people who are visiting for recreational opportunities, and people driving through the area for pleasure. Many of the visitors are urban dwellers or foreigners; these people often take advantage of the many tour buses that frequent the region.

At the WMA–GVC, hikers and campers can purchase Recreation Fee Demonstration passes and check on availability of campsites. Approximately two-thirds of visits occur in summer and fall; one-third take place during winter months, for winter camping opportunities, snowshoeing, and both alpine and Nordic skiing.

Visitor center visitation

The White Mountain National Forest is a recreation forest. Approximately 6 million users visit WMNF each year, mostly traveling into the forest from urban areas to the south. White Mountain Attractions (and what will become the completed Gateway Visitor Center) is located on the western end of the byway off Exit 32 in Lincoln; 125,000 visitors enter the forest and Kancamagus Scenic Byway annually from this point. An annual total of approximately 2 million visitors visit the byway, many entering the area from North Woodstock. These visitors most frequently ask questions related to driving the White Mountains Trail (a scenic tour loop, of which the Kancamagus is one portion) and questions related to specific recreational activities and facilities.

Other visitor groups

There is also heavy use during the foliage season by tour bus companies, who stop with their travelers at the sites along the byway. It is estimated that between 950 and 1,000 buses travel the byway during the foliage season alone, and that another 1,000 visit the area through the remainder of the year. Many of these buses stop at the visitor center. Most buses will seat between 75 and 100 passengers, so that 100 people may be visiting the WMA–GVC at one time.

In addition, Loon Mountain Ski Area, located in Lincoln, 2 miles from the center, offers Nordic skiing, alpine skiing, and horseback riding, and hosts special events during the season. One of these special events is the “Up With Music” concert, which involves approximately 60,000 visitors over four days. Motorcycle-riding events are growing in popularity in the area and draw large groups during special events. During the second week in June, Laconia Motorcycle Week draws crowds of 400,000; many participants ride north. An average summer day may draw between 700 and 800 people. Winter visitation averages 341,000 skiers during the 160-day ski season. A portion of Loon Mountain Ski Area is operated on WMNF land, through a special-use permit.

The Pemigewasset Wilderness Center is small visitor station at Lincoln Woods. This entry portal into the Pemigewasset Wilderness Area is extremely busy during the summer, with annual visitation of 190,000.

Planning Assumptions

The following assumptions are made for the planning of exhibits at the Gateway Visitor Center:

- The development of the interpretive exhibits for the WMA–GVC will be consistent with this Interpretive Prospectus and Plan.
- WMA will continue to supply commercial information on attractions, accommodations, activities, group travel, and events, as well as postcards and maps. This organization (partner) specializes in family attractions in the White Mountains and will continue to facilitate these activities from the connected wing.
- Exhibits for the WMA portion of the building will be revised and completed by WMA.
- The WMA and the Forest Service will provide 24-hour access to the vestibule at the entrance. This area will be lighted and heated and will contain an ATM machine, brochures, and vending machines for consumables as well as for fee passes.
- At some future date, a separate, newly designed Forest Service visitor reception area will be included in the Saco Ranger District, at the

eastern entry to the byway, in Conway, NH. However, this could be as much as ten years from implementation. When the Saco is funded and reconstructed, its interpretive plan and exhibits will be developed to complement the WMA–GVC exhibits.

- The WMNF will work cooperatively with the State of New Hampshire, WMA, and the Timber Framers Guild to maintain the current partnership on the Gateway Visitor Center site.
- The WMNF will evaluate and monitor interpretive exhibits and services and make needed changes in order to continue to meet interpretive goals and objectives.

Existing Facilities and Services

In summer 2002, through an agreement between the Forest Service, the State of New Hampshire, WMA, and the Timber Framers Guild, a barn-like addition was added to the existing WMA building with the intention of improving interpretive and educational exhibits and expanding to meet visitor needs. A Challenge Cost-Share Agreement between WMA and the Forest Service allows the Forest Service to provide and maintain exhibits in this new wing. These exhibits will give a general introduction to the sites and opportunities that visitors can experience along the Kancamagus Scenic Byway and across the WMNF.

The building that houses the visitor center remains a state-owned facility that will be used by the forest. The Forest Service will retain ownership of the exhibits and share in the cost of operating the facility. The total open area of the addition is approximately 1700 square feet. The new Forest Service–occupied wing is referred to as the Gateway Visitor Center. This visitor center is an important access point for travelers on the Kancamagus Scenic Byway.

As planned, a vestibule with 24-hour access is located at the building entrance. This area is lighted and heated. It contains an ATM machine, brochures, and vending machines that supply consumables and fee passes.

When visitors have passed through the vestibule, the Forest Service information counter will be positioned directly ahead in the lobby. A storage area will be located behind the counter. Restrooms are to the left of the lobby, in the private wing occupied by WMA. All areas are fully accessible. Visitors will enter the new Gateway Visitor Center to the right; this area is dedicated to exhibits and a small audiovisual facility.

INTERPRETIVE OVERVIEW

Interpretive Goals

The primary purpose of this interpretive effort is to foster conservation values through written media and interpretive exhibits. Interpretive goals focus on management and on the Forest Service's desires for what visitors will experience while visiting a facility, hiking a trail, or driving a scenic byway. This effort will help develop appreciation of and support for forest resource management. The following are interpretive goals for the Gateway Visitor Center:

- To welcome visitors and orient them to the facilities, services, and attractions of the area.
- To promote visitor understanding and appreciation of the area adjacent to the scenic byway and to encourage appropriate use of the sites.
- To encourage exploration and discovery of the WMNF beyond the scenic byway.
- To provide exhibits that will serve visitors in all seasons of the year.
- To provide exhibits that will interest visitors of all ages, levels of ability, and learning styles.
- To provide visitors with definitions of the role and mission of the USDA Forest Service in managing lands in the White Mountains.
- To encourage visitors to recognize that public land belongs to everyone, and to foster a sense of ownership of and stewardship toward the forest.
- To provide accurate information about the area's history, resources, issues, and land management policies.
- To provide safety information, encouraging safe use of recreational resources among visitors.
- To provide 24-hour access (customer service) to information and fee passes in a lighted, heated area.
- To fulfill our Challenge Cost-Share Agreement with WMA to provide Forest Service-owned interpretive exhibits in the new addition to the WMA facility.

Interpretive Objectives and Expected Outcomes

Interpretive objectives are measurable. They assist managers in determining whether they are successful in accomplishing the goals of the interpretive

plan. Objectives help guide the development of interpretive messages and should be used in evaluating the final product upon its completion. The objectives delineate what we want visitors to *know, feel, experience, and do* while visiting the forest or upon their return home. At the conclusion of their visit to White Mountain Attractions, our desire is that the majority of visitors will:

- Be able to identify the mission of the Forest Service and the role of the National Forest System.
- Feel welcomed to the White Mountain National Forest and feel that it is their forest to use and enjoy.
- Be able to identify recreational opportunities in the area, as well as appropriate uses of those resources.
- Recognize the unique cultural history of the area and changes in landscape use over time.
- Be inspired to visit areas and opportunities on the WMNF beyond the byway and be able to identify where to go for additional information on specific recreation activities (e.g., Lincoln Woods and wilderness information).
- Gain information on the four seasons of the Kancamagus Scenic Byway, along with the recreational opportunities in each season.
- Treat the WMNF with respect and stewardship during their visit and develop an ongoing conservation ethic.
- Understand safety measures and policies and be equipped to enjoy a safe visit to the forest.
- Recognize that one of the Forest Service goals is to provide good customer service.

Statements of Significance

Statements of significance identify the unique and important resources found along the byway. These statements serve as guidelines for interpretive planning and provide a framework upon which all media decisions are built. The following statements of significance reflect the intrinsic qualities found throughout the Kancamagus Scenic Byway corridor:

Historical resource use

The Kancamagus Scenic Byway and the WMNF present a mountainous environment rich in geologic resources, clean waters, cool climate, scenic landscapes, and flora and fauna that have drawn and inspired people to the region for more than a century.

Forest Service resource management

The WMNF provides an opportunity to educate visitors about the sustainability of natural and cultural resources, conservation ethics, and the WMNF's responsibility to manage multiple uses, such as outdoor recreation, watershed maintenance, and the conservation of wildlife and fish habitat for future generations, using the best practices that research and professional experience provide.

Recreation opportunities

The WMNF serves more than 6 million users annually, providing year-round recreational opportunities. These include visiting wilderness areas, skiing, horseback riding on trails, ATV riding on trails, rock climbing, mountaineering, mountain biking, fishing, ice fishing, snowmobiling, snowshoeing, camping, and wildlife viewing. These activities present special safety issues and require an awareness of viewing ethics.

Premium partnerships

Partnerships play a current and historic role in forest management, program delivery, and services and in shared facility management.

Interpretive Theme Statement

Using themes in interpretive planning provides focus, continuity, and meaning to the interpretation. From the interpretive goals, the objectives, and the statements of significance, interpretive themes for the WMA–GVC are established. These themes capture the essence and importance of the ideas, concepts, and features that emerged from the review of the area's natural and cultural resources.

A central theme helps tie together the information and ideas that are presented to visitors. This theme states the principal message that we want to get across to our audiences. Themes are the plot to the movie, the moral of the story. They answer the question “So what?” or “What’s the big deal?” Themes can be expressed in complete sentences, unlike topics, which are general categories of ideas. A central theme provides the foundation for every presentation, no matter what media are used. The central theme for the WMA–GVC is:

The White Mountain Attractions–Gateway Visitor Center is a portal to the White Mountain National Forest, a landscape rich in resources and stories of early industry, with tourism and public participation paving the way for early conservation legislation that today combines with a public desire to manage ecosystems for a healthy balance of clean watersheds, land, plants, animals, and people.

Sub-Themes

Sub-themes, or supporting themes, relate to and support the central theme; they also focus on specific topical information. Sub-themes are linked to certain resources and can be the focus for telling the story of those resources at appropriate sites or through specific media products. In this case, the sub-themes provide the direction for the development of exhibits and of key messages.

Topic: Historic resource use by humans

Sub-theme: People have been drawn to the landscape of the White Mountains for centuries because of the area's rich resources; cool climate, clean waters, vast stands of timber, wildlife, and scenic beauty result in an ongoing history of public participation in government to protect these resources.

Storylines: Native American use; tourism (grand hotels); White Mountain School painters; congressional legislation and the Weeks Act; historic land use; early development and concept of public lands in New England; logging; and railroads

Topic: Recreation needs of visitors

Sub-theme: The White Mountain National Forest has been one of the most scenic and diverse recreation areas in New Hampshire over the last century; visitors who travel the Kancamagus Scenic Byway require orientation, way-finding, wildlife-viewing, and water-safety information.

Storylines: Recreation activities; diversity of opportunities; way-finding information; historic use; watchable wildlife; seasonal changes and activities; and safety messages, including general safety and water safety.

Topic: Forest Service land management

Sub-theme: With growing recreation demands upon forest lands, ensured sustainability of the forests, watersheds, and habitats is a critical management issue, calling for a diversity of skills and backgrounds in the stewardship of public lands.

Storylines: Natural resource management activities (past and present) for watershed protection and habitat management; logging history and timber management; Leave No Trace ethics; back-country use; and Forest Service employee specialists.

Topic: Past and present partnerships

Sub-theme: This forest is managed with intense public participation; many partnerships within the White Mountains date back to the first development and conservation of the region, and many continue as ongoing local and state partnerships for the completion of major projects, including the construction of this facility.

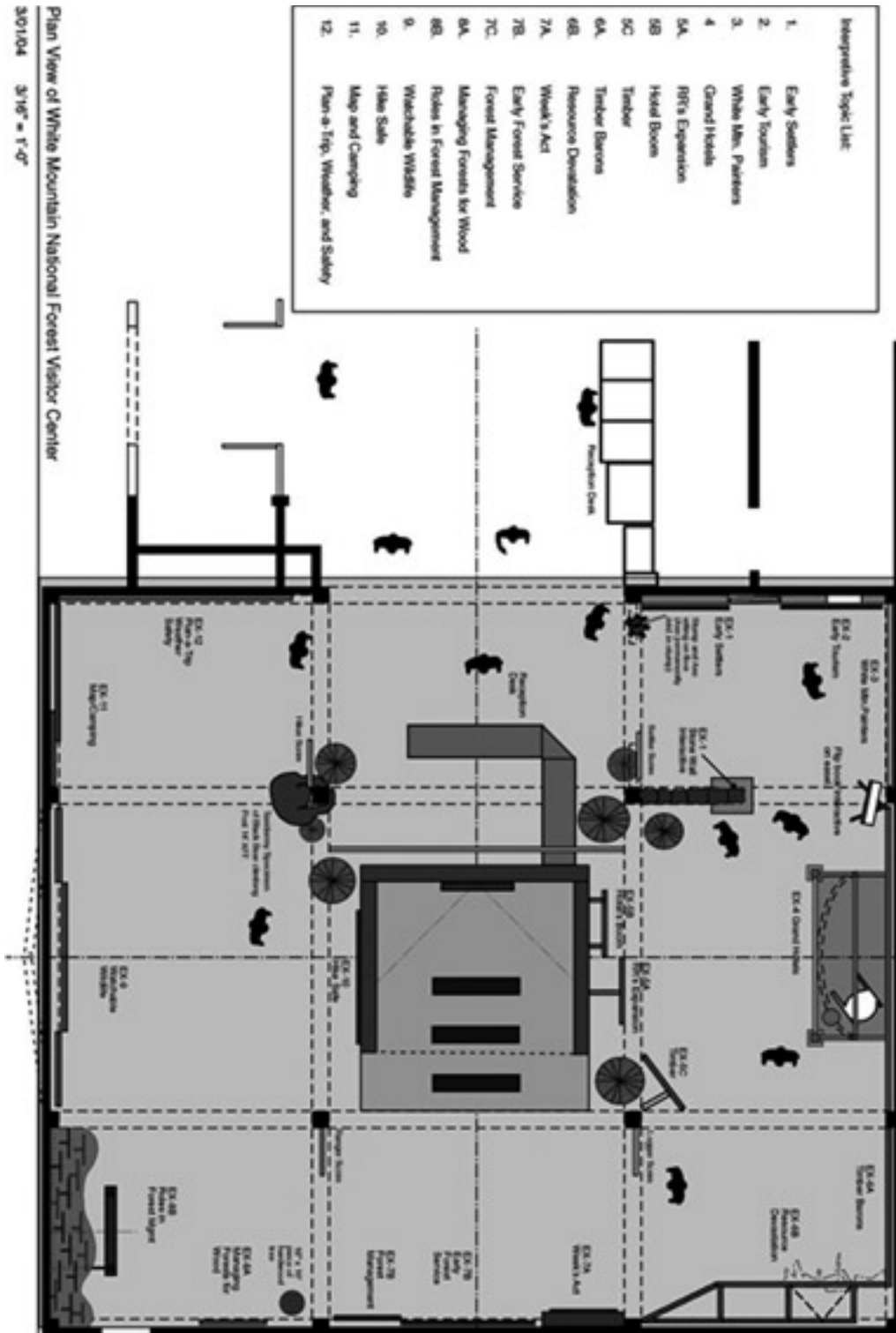
Storylines: Timeline of early conservation movement; Weeks Act legislation as a result of public demand for protection of headwaters; evolution of the Forest Service; barn raising; the importance of partnerships and volunteers in accomplishing common goals; community involvement; and collaborative efforts.

Topic: Wildlife viewing

Sub-theme: Wildlife in its native habitat can best be viewed at certain times and with certain precautions.

Storylines: Moose viewing; peregrine falcons; black bears; and safety concerns.

Visitor Center Floor Plan



Public Contact Program: General Recommendations

One of the greatest strengths of the Interpretive Services program is its on-the-ground contact with forest visitors. Very often, Interpretive Services personnel are the primary, and usually only, contact forest visitors have with the Forest Service.

Mark Struble

Interpretive Prospectus, White River National Forest

A seasonal public contact program should not be considered a luxury offered only if budget allows; rather, it is an essential tool for achieving the goals of the WMNF interpretive plan and for raising the level of visitor services in one of the premier, most heavily recreated areas in the National Forest System. Whether the district begins with a modest program or a full-service program, it is important to begin somewhere. And begin NOW! The benefits of this interpretive program—to visitors who use and enjoy the White Mountains and to Forest Service managers responsible for resource protection and visitor safety—will quickly result from its implementation.

Public Contact Program: Recommendations for the Visitor Center

There is no substitute for the uniformed “ranger” who communicates National Forest and Wilderness values and shares enthusiasm for and personal experience with the resource. Uniformed agency representatives can develop support in visitors who may otherwise be indifferent to National Forest philosophy and goals.

Because of the great concentration of visitors who come to the White Mountain National Forest and because of the intensive use of the forest, public contact interpretation is one of the most effective interpretive tools that we can use to achieve the goals of this Interpretive Plan. As a corollary benefit, a seasonal interpretive program reduces visitor confusion and frustration through immediate orientation and assistance.

This plan recommends a seasonal interpretive program that contains both on-site and off-site components. The program has been constructed to achieve the goals in this plan and in the White Mountain Forest Plan.

Fundamental staffing, including roving duty

An immediate need is to staff the Gateway Visitor Center with one full-time interpretive person and several seasonal staff, during the height of the season in summer and fall, to welcome, orient, and inform visitors as they arrive.

Primary staff functions include: orientation, introduction to recreational opportunities, assistance in trip planning, dispersing visitors to less congested areas, answering questions, and interpreting area resources. Brochures, trail guides, and maps should be available here to distribute (or sell) to the public.

- The center needs to be staffed regularly, with established, posted hours of operation.
- Additional staff needs to be scheduled for peak times and to conduct other vital interpretive activities, both at the visitor center and along the byway, such as roving, brief orientation/introduction talks, and short talks in the facility.

Recommendations for roving duty:

- Roving should be conducted daily in peak season, if staff/resources permit.
- As a minimum, roving should be conducted on weekends during the summer at trailheads, campgrounds, and overlooks along the Kancamagus Scenic Byway.
- Use of an Interpretive Van can increase the mobility and contacts of a roving interpreter.

Conducted interpretive activities

Conducted interpretive activities will enhance the information and roving efforts; they provide more in-depth education about significant resources, wilderness protection, management concerns and policies, and the Forest Service mission and philosophy.

Although National Forest staff will develop individual activities, all interpretive programs must aim to meet the interpretive goals and themes set forth in this plan. Conducted activities may include a variety of events—for example, 5- to 10-minute talks, ½-hour to 2-hour nature walks, and evening camp-fire programs. Another ideal conducted activity involves formal talks aboard the buses traveling the byway, presented either by Forest Service Staff or by specially trained bus drivers.

Appendix F contains a sample form for developing interpretive programs in a systematic manner (Individual Service Plan).

Recommended topics for interpretive walks and talks:

- Orientation and Recreational Opportunities on the White Mountains.
- Wilderness Values and Protection.
- Geology: The Story behind the Scenery.
- Mountaineering Challenges: Safety.

- Early Tourism in the White Mountains.
- The Hiking Huts for Mountain Clubs.
- Sketching, painting, or other art-related programs.
- Junior Naturalist Program, to enhance kids' discovery and appreciation of nature.
- In-depth Natural or Cultural History, e.g., prehistory, wildflowers, wildlife, ethnobotany.

Recommendations for conducted interpretive activities:

- Conduct at least one interpretive activity (walk or talk) daily.
- Conduct at least one campfire program at a campground on the byway each week.
- Conduct brief orientation and introductory talks (5 to 15 minutes each) at the Gateway Visitor Center throughout the day.
- Conduct formal intro/orientation talks aboard buses traveling the byway.
- Consider the resources needed to support these activities.

Implementation

Because of limited funding, the seasonal interpretive program has been broken down into what can be accomplished with varying amounts of resources. The most critical limiting factor is staff. Sample concepts for implementing the interpretive program are provided here. These suggest what can be accomplished with either minimal resources (2 interpreters) or optimal resources (6 interpreters).

Minimal Resources:**1–2 seasonal interpreters (Memorial Day through Labor Day)**

Gateway Visitor Center could be staffed 5 days a week.

Up to 3 interpretive activities (walks and evening campfire programs) could be conducted each week, but would take resources away from the visitor center operation.

| | | |
|------------------------------|----------|----|
| 1 permanent GS-9 interpreter | \$25,000 | |
| 1 GS-4 salary (4 months) | 7,000 | ** |
| 2 USFS uniforms | 600 | |
| Misc. resources | 2,000 | |
| Leased vehicle (3 months) | 2,400 | |
| TOTAL COST: | \$37,000 | ** |

** Consider adding \$1500 to keep one seasonal interpreter on through September.

Optimal Resources:

3–5 seasonal interpreters (Memorial Day through Labor Day)

Gateway Visitor Center could be staffed 7 days a week with full 8-hour shifts.

- Roving assignments could be conducted daily and extended along the byway.
- Interpretive activities could be conducted daily (campfire talks, formal talks aboard buses, off-site orientation/intro talks at hotels and lodges, nature walks, etc.) without detracting from the visitor center operation.

| | |
|------------------------------|----------|
| 1 permanent GS-9 interpreter | \$25,000 |
| 5 GS-4 salaries (3 months) | 35,500 |
| 6 USFS uniforms | 1,800 |
| Misc. resources | 3,000 |
| Leased vehicle (3 months) | 2,400 |
| TOTAL COST: | \$65,400 |

Public Contact Program:

Recommendations for Off-Site Interpretive Media Strategies

Off-site interpretive programs offer an ideal means for reaching visitors *prior to* their arrival at WMA–GVC and WMNF. Orientation, introduction, and advance trip planning provide several benefits for visitors and USFS resource managers alike.

Orientation/introduction evening programs at lodging facilities

This plan recommends 20–30-minute presentations at popular gathering spots in nearby communities. The program should introduce visitors to recreation opportunities and unique natural/cultural resources in the White Mountains; alert visitors to travel restrictions, regulations, and safety concerns; and answer visitors' questions about trip planning. Potential locations could be rotated nightly among popular accommodations.

Concession-operated opportunities

An opportunity exists to reach large captive audiences through the popular concession tours that operate each summer in the White Mountains. These include the outfitter/guide services for horseback riding and mountain bike

touring. Seasonal interpreters could join visitor groups at a scheduled introduction sessions, rest stops, or meal breaks and could provide information and resource interpretation. They could conduct a 10–15-minute prepared talks on relevant subjects, and then could stay for a question-and-answer period. If time allowed, an interpreter could accompany the group for the remainder of the activity, providing informal discussion and addressing visitor questions.

Audio and video announcements

Another way of reaching the masses before they set out for Kancamagus Scenic Byway is through local cable television, located in hundreds of rooms throughout the lodges and hotels in nearby communities. Announcements, which could range from 60-second to 3-minute spots, could introduce the Gateway Visitor Center, explain the shuttle bus system, advertise interpretive programs, and provide a general introduction to the area. These short pieces could be produced in the Regional Office and could also be included on the Forest/Region web page. Audio components or special interpretive segments could be broadcast through radio-station transmitters, offering interpretive stories for travelers en route along the byway.

Internet

Many of the exhibit layouts from the Kancamagus Scenic Byway and Gateway Visitor Center could be posted on the internet, to provide potential travelers with information and orientation before they ever leave home.

Print

White Mountain Attractions already produces a thorough, excellent tourism booklet that markets local businesses, provides travel directions (including the locations and subjects of interpretive sites), and directs visitors to facilities (general tourist information, motels, campgrounds, food, etc.). There may be opportunities within this publication to include articles on forest management issues or on projects that support the community, such as the Gateway Visitor Center.

Special events

- Laconia Motorcycle Week
- Flower Festivals
- White Mountain Arts Festival
- Fall Foliage Festival
- Christmas tree-cutting and crafts

Many others are listed at www.visitwhitemountains.com/htmldocs/events.htm.

Coordination with local nature, art, and educational institutions

The district should look for partnerships that will enhance interpretive programs at Gateway Visitor Center. A coordination meeting is imperative to unify the interpretive message that the Forest Service presents to GVC visitors. USDA Forest Service and other interpreters should receive the same start-up training each summer, to ensure consistency in skills, messages, and professionalism, and any partnership interpretive programs should complement, not duplicate, those of the Forest Service.

Public Contact Program: Recommendations for an Interpretive Resource Manual

A critical element of a successful ongoing public contact program is an Interpretive Resource Manual. This document lays the foundation for conducting and evaluating all public contact activities in Gateway Visitor Center.

The importance and the immense task of developing this manual should not be underestimated: it sets forth high quality standards for interpreters' performances, establishes standard operating procedures, and provides for consistency in communicating resource information and the agency's philosophy, mission, and messages.

The manual should include:

- Narrative research supporting all interpretive themes.
- Standard operating procedures for visitor services, interpretive programs, and typical medical emergencies.
- Performance standards for interpretive and volunteer staff.
- Individual Service Plans for interpretive programs (see Appendix F).

Appropriate expertise and time should be devoted to the manual's development. This effort should be begun as soon as possible, using what is already known about visitation and visitor behaviors and about the needs of the Kan-camagus Scenic Byway; ideally, the effort of developing the manual should last through the summer, so that additional observation of visitor behavior and understanding of issues relevant to this plan can be incorporated into the manual's finished version. Options for accomplishing the manual include (1) using a detailer from other district or forest or (2) requesting assistance from the Region 2 Center for Design and Interpretation.

The manual is not intended to limit creativity; its purpose is to ensure consistently high-quality visitor services that convey accurate resource information and agency messages. It will give new staff a framework upon which to build and individualize their interpretive programs while maintaining consistency in message, information, and resource interpretation.

Training

Interpreters are the storytellers of our culture. They carry the gems of our civilization, and those stories—our history—on to others. The best interpreters are not born: they have honed their craft and perfected their skill, and they carry a love of and a passion for the landscape they live upon.

All public contact staff should receive training before they provide information and interpretive services to GVC visitors. Those in need of training include: seasonal interpreters, campground hosts, visitor center managers, and volunteer staff. Providing local staff with training sessions will enhance communications and public relations. The following items need to be covered to ensure consistency in interpretive themes and professionalism:

- Interpretive techniques and communication skills.
- Natural history, legislative history, and conservation of White Mountain National Forest.
- USFS mission, current values, and management practices.

Additionally, the National Association for Interpretation (NAI) now provides training and certification in public contact at a variety of levels. Training conducted through NAI programs ensures a standard level of interpretive professionalism, proficiency in subject matter, and credibility. Visit the NAI website (www.interpnet.com/certification) for more information on the range of available programs.

Staff meetings conducted regularly throughout the summer offer additional opportunities to increase staff skills in a variety of environmental interpretation areas. They provide a forum for staff to share interpretive techniques, successes, failures, and experiences. Additionally, meetings with the technical specialists on the forest several times through the season can be an excellent way for staff to remain up-to-date and knowledgeable about local resource and management issues.

The Interpretive Resource Manual should be made available to all interpretive staff. This fundamental document will help staff members know what is expected of their performance and will provide consistency in the public's experience of informational and interpretive services.

Evaluation and monitoring

Evaluation and monitoring must be conducted regularly to ensure that visitors experience the high-quality services that are characteristic of the Forest Service. This can be accomplished through communicating performance standards to all seasonal interpreters; periodic auditing and review of all public contact programs; and mid-season and final evaluations of performance standards for all seasonal staff.

DESIGN GUIDELINES

Design Narrative

Entrance

An exterior 3-panel kiosk will greet visitors entering WMA and the Gateway Visitor Center. These 3 panels will provide orientation, maps, and information for periods when the building is closed, as well as a place to post messages, special orders, or notices of events.

Upon entering the building and passing through the vestibule (where an ATM, vending machines, and fee-pass machines are located), visitors will go through a second set of doors to enter the lobby and face a reception counter directly in front of them, with WMA and Forest Service staff. In front of the reception counter will be a floor installation of a relief scene of the White Mountains.

An opening in the wall to the left will provide access to the White Mountain Attractions area and to the restrooms. The new addition to the right will function as the exhibit area, providing interpretive and educational information, and will include a flexible space that may be used for viewing audiovisual materials (if and when desired). As visitors enter the exhibit area, media treatment will identify the exhibit hall as a USDA Forest Service facility. The intent is to help visitors make connections between current experiences and the past, in the context of a changing landscape.

Within the exhibit hall

It is of paramount importance to create an eye-catching, thought-provoking invitation that will draw visitors inside the hall. The hall itself is a rectangular space, framed in exposed heavy-timber construction that simulates a barn, with one corner identified for audiovisuals, with a scaled-down version of an Adirondack shelter and bench seating. Rough timber beams crisscross the ceiling space, leaving the center of the hall open and unobstructed. A large barn door sits on the north side (front) of the building, and will make it possible to move large exhibits and/or objects into and out of the exhibit area. The barn door and the area inside the door will be kept clear, so the doors can be freely opened and to provide a space where docent programs or informal talks may be conducted during operating hours. An exhibit treatment may be designed to cover the doors when the barn doors are closed and the area is not in use for programming. A set of high windows sits on the opposite (south) wall; the

higher spaces on each wall and in the interior of the space can be utilized for overhead visuals, possibly including large-scale images or hanging banners.

Permanent indirect lighting and temporary track lighting have been installed. The track lighting may be modified in conjunction with the new exhibit design and installation. Finish flooring will be completed in conjunction with White Mountain Attractions and will be consistent from the entrance all the way through the exhibit hall. The type of material will be selected in conjunction with the design of the exhibits.

All exhibits will provide accessible experiences for visitors, and the design will provide easy access for visitors who simply want additional recreation information, beyond that which is provided at the reception counter.

Exhibit Design Elements and Design Criteria

Adherence to high-quality design standards is critical to the success of interpretive media. Visitors are more inclined to read information and abide by forest regulations if the material is presented clearly, aesthetically, and professionally. These guidelines should be used to define standards and maintain consistency in the development of interpretive media. Guidelines should be adhered to throughout media-development phases.

- All exhibits should be fabricated of similar materials, using computer-digitized printing and adhering to standards common within the graphic design industry.
- All interpretive media should blend harmoniously with the interior and exterior environment, using design elements consistent with Recreation Opportunity Spectrum (ROS), local resources, and limited impacts to cultural and natural resources.
- Interpretive media must strictly adhere to federal accessibility standards. Written material should be available in large-print and audio format.
- Graphics for all media should be consistent, i.e., produced by the same artist and graphic designer and following a consistent design theme.
- All interior and exterior exhibits should be designed to be easy to use and maintain and to be vandal-resistant.
- All artwork developed during the exhibit-design phase should be contracted so as to provide ongoing use for any future product development for the forest.
- The final designs of all exhibit materials should adhere to all federal, state, and local codes. Both inside and outside exhibits should be designed so they are built of standard stock materials (where possible),

which will permit them to be repaired or replicated locally (within a few hundred miles' radius) or to be shipped within a few days' reach.

- Specific narrative text, labels, captions, artwork, and signs for information displays and interpretive exhibits should be developed utilizing the themes, goals, and objectives outlined in this document.
- The Forest Service and the exhibit designer will consult with the local Native American tribes in the development of any exhibit with Native American themes, text, or similar elements.
- All exhibits should share the lettering styles, layout elements, graphic techniques, and materials utilized by the Kancamagus Scenic Byway wayside area exhibits.
- Exhibit designs should be consistent with the building architecture and interior style and should use materials similar to those in the Kancamagus Scenic Byway waysides.
- The WMA–GVC should be visually connected to the Kancamagus Scenic Byway wayside area exhibits.
- Construction should utilize locally available natural wood. Additional use of materials, colors, and textures in exhibits and interior/exterior designs should suit the region and setting.
- While guidelines for development of the exhibits are stated in this section, innovative presentation techniques and media are encouraged, as appropriate for the White Mountain National Forest.
- Exhibits should be structurally sound and designed to operate with minimal maintenance and attendance, as well as to minimize the risk of vandalism and/or other types of damage.
- Exhibits should be designed to present no safety hazard or threat to visitors or resources.
- Outdoor interpretive exhibits should be creative and consistent with the media being used inside the visitor center. Outdoor exhibit design should complement the style and coloring of the visitor center.
- The exhibits should feature low-tech, high-touch designs. Interactive media should be used wherever possible; however, simple mechanical techniques are favored over computerized components. In all cases, the chosen medium should enhance the message and not overpower it or become the main attraction. Designs should show how the message will be conveyed if the interactive device should become temporarily inoperable.
- Exhibits that utilize sound should direct the sound so as not to disturb either visitors observing an adjacent exhibit or the visitor center staff.

- All electronic messages should be easily updated or modified at minimal expense.
- The overall design will include all lighting, sound, special effects, and other electrical or mechanical products or work that is not included in the building design plans.
- Equipment cases, display cases, and any other areas with valuable items should be designed with security in mind and should be lockable.
- Design of the exhibit area should consider traffic-flow patterns, visitor habits, and accessibility in its overall layout. Exhibits should have a logical flow, but should also allow for flexibility.
- Facilities and program design should meet all current accessibility design standards and guidelines, using the Smithsonian Institution Exhibition Accessibility Checklist as a reference. This checklist, edited to conform to USDA Forest Service regulations, is included in this document as Appendix D.

BUDGET

Annual Operation and Maintenance

Operations and maintenance are integral parts of public-use facilities and are established in the Challenge Cost-Share Agreement. Since this facility is not owned by the Forest Service and does not reside on Forest Service–managed land, White Mountain Attractions and Richard Hamilton will be responsible for the expenses of building operation and maintenance. Exhibit operations and maintenance costs, as well as lighting and heating of the barn structure, will be the responsibility of the White Mountain National Forest because the exhibits will remain Forest Service property. The Forest Service will budget an average annual cost of \$10,000 for operation and maintenance expenses. The Forest has installed a basic track lighting and electrical system, prior to exhibit installation, in order to begin using the building as soon as possible. Upgrades in lighting and electrical systems will require additional work. Those upgrades that are part of the exhibit work will be included in the design/build contract. The forest will complete additional upgrades to the overall design in a separate contract.

Forest Service employees staff the area. The Forest will continue to maintain one full-time employee, in accordance with the Challenge Cost-Share Agreement.

Under a Challenge Cost-Share Agreement, the Forest will use this state-owned facility. The agreement specifies that the Forest Service will provide, operate, and maintain interpretive exhibits in the Gateway Visitor Center. A copy of the most recent modification to the agreement is attached. For a copy of the complete agreement, contact the agreements specialist at White Mountain National Forest.

Funding and Cost Estimates

This information comes from the Project Plan and Agreement (Appendix B).

Funding

\$400,000 CIP funds in FY 2003 (job code CMFC22, override 0922) for Interpretive Prospectus and Plan; contracting; and exhibit design, fabrication, and installation. The Forest has stated that \$350,000 should be allocated for the exhibit design/build contract. At this time, any potential additional funding in FY 2004 is unknown.

For the specific breakdown of estimates for salary and disciplines, please refer to Appendix B of this document. An ISA will be prepared for Forest use by CDI in the amount of \$25,450 for FY 2003 and \$25,500 for FY 2004. CDI staff will charge costs directly to the WMNF job code and override.

Modification No. 1 to Challenge Cost-Share Agreement

MODIFICATION NO. 1

to

CHALLENGE COST-SHARE AGREEMENT, NO. 03-CS-1100-2200-008

between

USDA FOREST SERVICE

REGION 9

WHITE MOUNTAIN NATIONAL FOREST

and

WHITE MOUNTAIN ATTRACTIONS

1. *Purpose of the Modification:* The purpose of the modification is to include the interpretive materials that will be placed in the visitor center.
2. *Change in Performance Period:* N/A.
3. *Change in Funds Available:* Funds increased by \$420,000.00. New total value of the agreement is \$542,872.00

This modification is issued pursuant to clause no. 8.

Except as provided herein, all terms and conditions of the referenced document remain unchanged and in full force.

Richard Hamilton
President
White Mountain Attractions

Date

Tom Wagner
Forest Supervisor
USDA Forest Service
White Mountain National Forest

Date

Forest Service Use

Job Code: CMFC22

Project Schedule

FY 2003

| <i>Item</i> | <i>Responsibility</i> | <i>Completion Date</i> |
|---|-----------------------|------------------------|
| Approval of Project Plan and Agreement | Forest | Apr. 30, 2003 |
| Site Visit and Interpretive Prospectus and Plan Meeting | CDI/Forest | Apr. 14–18, 2003 |
| Draft RFP | Kyhl | Apr. 25, 2003 |
| Draft RFP Review Comments to Kyhl | Forest/WMA/WO | Apr. 28, 2003 |
| Presolicitation Notice – Design/Build RFP | CO-Clark | May 5, 2003 |
| Interpretive Prospectus and Plan – 90% Review | Hazlitt | May 5, 2003 |
| Interpretive Prospectus and Plan Review Comments to Hazlitt | Forest/WMA/WO | May 9, 2003 |
| Issue RFP | CO-Clark | May 16, 2003 |
| Complete Interpretive Prospectus and Plan – Final | Hazlitt | May 30, 2003 |
| Evaluate Design/Build Proposals | Evaluation Board | Mid-June 2003 |
| Award Design/Build Contract | CO-Clark | Early July 2003 |
| Exhibit Design Post-Award Meeting | Kyhl/Clark/Forest | Mid-July 2003 |

FY 2004

Specific dates to be determined at contract award.

| <i>Item</i> | <i>Responsibility</i> | <i>Completion Date</i> |
|---|-----------------------|------------------------|
| Exhibit Design – Conceptual Design – 25% Review | Kyhl/Forest/WO | Oct. 2003 |
| Conceptual Design Review Comments to Kyhl | Forest/WO | Nov. 2003 |
| Exhibit Design – Design Development – 50% Review | Kyhl | Dec. 2003 |
| Design Development Review Comments to Kyhl | Forest/WO | Jan. 2004 |
| Exhibit Design – Construction Document – 95% Review | Kyhl | Feb. 2004 |
| Complete Exhibit Design – 100% | Contractor | Mar. 2004 |
| Exhibit Fabrication and Delivery | Contractor | Aug. 2004 |
| Exhibit Installation | Contractor | Sept. 2004 |

Project Team and Capabilities

Roles and responsibilities

Our common goal is to produce a quality product that meets the needs of all parties. This project agreement is part of the effort to ensure that our goal is met. The Project Manager is the CDI point of contact on day-to-day technical and administrative issues. In addition, the Project Manager has the overall responsibility of making sure that the identified program requirements are met within budget and on schedule. The Project Manager will keep the CDI Manager informed on project status. The Forest/Project Liaison will be the Project Manager's point of contact for the forest. The Forest/Project Liaison has the overall responsibility of coordinating the work at the forest level, including but not limited to the Forest Supervisor, Supervisor's Office PAO, Recreation and Engineering Staff, District Ranger, and appropriate District Staff.

Project team

| | |
|--|---|
| Project Manager/COR | Sharon Kyhl, Interpretive Planner, CDI |
| Interpretive Prospectus and Interpretive Plan Author | Cheryl Hazlitt, Interpretive Planner, CDI |
| Forest/Project Liaison | Mary Gebhart, Engineering Technician, White Mountain NF SO |
| Forest Participants | Alexis Jackson, PAO Office, White Mountain NF SO Sterling Messer, Assistant Ranger/Recreation, White Mountain NF, Pemigewasset RD Bill Dauer, Forest Engineer, White Mountain NF SO |
| Cooperator/Partner | Richard Hamilton, President, White Mountain Attractions |
| Graphic Design | Jackie Twiss, Graphic Designer/Illustrator, CDI |
| Contracting Officer (CO) | William Clark, Contracting Specialist, RO/R9 |
| Line Officers | Tom Wagner, Forest Supervisor John Serfass, District Ranger |
| Quality Assurance/Oversight | Marion Lostrom, Exhibit Coordinator, WO Terry Wong, Manager, CDI |
| RFP Technical Evaluation Board | To be determined (to include representatives from CDI, WMNF, and WO) |

Appendix A

Interpretive Topics, Themes, and Storylines

The following information provides a complete basic description of each of the interpretive topics, themes, and objectives in relation to identified exhibits and storylines to be developed for the White Mountain Attractions (WMA) Gateway Visitor Center. (GVC) Each exhibit is prioritized according to relative scale and development cost. The main theme for the exhibits at the visitor center is:

The White Mountain Attractions Gateway Visitor Center is a portal to the White Mountain National Forest, a landscape rich in resources and stories of early industry, with tourism and public participation paving the way for early conservation legislation that today combines with a public desire to manage ecosystems for a healthy balance of clean watersheds, land, plants, animals, and people.

I. Exterior

Kiosk (at Entrance to Building)

Topics: **Orientation/Information; Special Activities to be Posted; Map; Welcome; Weather; Safety; Hours of Operation; Fee Pass Information**

Theme:

The White Mountain National Forest is one of the most scenic and popular recreation areas in New Hampshire, requiring special orientation, information and safety needs for visitors as they travel the Kancamagus Scenic Byway.

Objectives:

As a result of this exhibit, visitors will:

- Recognize the many recreation activities that occur throughout the byway corridor and determine the locations of those recreation opportunities.
- Be introduced to the major theme of the byway.
- Practice desired user etiquette.
- Obtain information on road conditions, vehicle-length limits, average speed, and designated parking area policy.
- Understand that weather conditions can change rapidly and may vary drastically from conditions at the byway entrance and that it is necessary to be prepared.

List of Graphic Needs:

- Welcome; Forest Service shield; WMNF identifier; and WMA logo.
- Forest map in revised conceptual format.
- Place to post: Changing weather information/fire danger, message board, regulations and special notices; weather-proof/lighted for after-hours use.

Notes/Design Instructions:

Existing Condition: A Forest Service kiosk exists at the site.

Desired Condition: Remove current kiosk; replace it with a new kiosk that is harmonious with other architectural features of the facility. The kiosk should provide weather shelter for visitors (protection from rain and snow) and be lighted (for after-hours use). The Forest will design, construct, and install the

kiosk. The interpretive panel design and fabrication are part of the contract package. Panels will be designed and fabricated to match the specifications (size) established in the kiosk design. These panels will be fabricated as high-pressure laminate, fiberglass-embedded, porcelain-enamel, or other material with a 10-year warranty. Draft text and graphics have been completed for these panels. Remaining work includes layout/design and fabrication.

Signage Recommendations: 6 panels total (2 permanent and 4 seasonal), sized approximately 44" × 50" each

Panel 1: Special activities; welcome; safety; hours; parking passes inside.

Panel 2: Map of the area with identification of significant locations.

Panels 3/4/5/6: Seasonal panels for autumn, winter, spring, and summer.

II. Exhibit Hall

Priority 1

Topic: ***Historic Resource Use by Humans***

Theme:

People have been drawn to the landscape of the White Mountains for centuries for the rich resources; cool climate, clean waters, vast stands of timber, wildlife and scenic beauty resulting in an ongoing history of public participation in government to protect these resources.

Objectives:

As a result of this exhibit, visitors will:

- Give the visitor a sense of the historic tourist experience and the transition to today's visitors and the experiences they will find.
- Recognize the affluence and opulence of the early grand hotels in the White Mountains.
- Understand how early tourism began as a result of extremely affluent people who visited during the summer months and developed from attempts to cater to these populations.
- Realize that the railroad industry evolved as a transportation system first for tourism, then later for logging.
- Appreciate the artists of the White Mountain School and what was accomplished through their paintings.
- Make the connection between the affluent visitors and the evolution of public participation in government, which in turn resulted in the Weeks Act.
- Understand the significance of the concept of public lands, based on these events in New Hampshire and the White Mountains, and what that concept means to us today.
- Recognize that even though many of the remaining historic hotels are not on the Forest, they once played a very important role in drawing people to the region.

Priority 2

Topic: **Recreation Opportunities for Visitors**

Theme:

Over the past century, the White Mountain National Forest has been one of the most scenic and diverse recreation areas in New Hampshire, and visitors who travel the Kancamagus National Scenic Byway require orientation, way-finding guidance, wildlife-viewing information, and water safety awareness.

Objectives:

As a result of this exhibit, visitors will:

- Be able to locate recreation activities and locations on the Forest.
- Orient themselves by using a map of the Forest.
- Know where to find more specific information on various activities.
- Understand the diversity of recreation opportunities on the Forest throughout the year.
- Recognize safety concerns and how to prevent accidents.
- Realize that this region has historic recreation use dating back more than 100 years.
- Recognize that regulations assist in managing this Forest's six million annual visitors.

Design Notes:

Exhibit needs to have a “sending out” mechanism for additional info/experiences.

A list of photo images will be made available for use, including:

Spring: Kayaking; lowland wildflowers; pristine landscape for photographs; songbirds in nesting habitat; waterfall; beaver; bicycling; rock climbing; dispersed recreation destinations.

Fall: Hunting; around tent and campfire; fall foliage; hiking; close-ups of fall leaves; kids playing in leaves; small animals storing up goods; close-up of nuts; migrating hawks; fall ponds and wetlands with golden grasses; birch and aspen; snow-dusted slopes; a dispersed area near a waterfall.

Summer: Families enjoying the river; 1968 family going down into mist on the bridle path on foot; three people atop Mount Webster; Scout Troop 122 atop Sandwich Dome; driving up the Kancamagus; alpine

garden; picnicking; mountain biking; moose; canoeing; fawn or deer; water rushing in a stream.

Winter: Ice-climbing; woman winter hiker; snowmobiling; hand-tinted glass lantern; trees and landscape rimed with ice; top of Mount Washington; cross-country skiing; frozen waterfall; chickadee or winter wren; hare; icicle melting in the sunshine; a river in winter; animal tracks and signs.

Priority 3a

Topic: *Early Days of Conservation; Early Evolution of the Forest Service; Historic Partnership; and Conservation Leadership in New Hampshire*

Themes:

Early conservation and vocal public demands led to the creation of the Forest Service, and methods used to insure sustainable forest lands, watersheds, and habitats managed by civil servants who serve as stewards in the protection and management of public lands.

People have been drawn to the landscape of the White Mountains for centuries for the rich resources; cool climate, clean waters, vast stands of timber, wildlife and scenic beauty resulting in an ongoing history of public participation in government to protect these resources.

Objectives:

As a result of this exhibit, visitors will:

- Understand some of the early land use by Native Americans and by early Europeans in the westward expansion.
- Gain a sense of the events and timeframes that established the National Forest Service system in the White Mountains.
- Experience some of the historic growth of the Forest Service as a federal agency.
- Make a strong connection between early partnerships and the establishment of the Forest Service.
- Comprehend and gain awareness of the Weeks Act and its significance in national government policy.
- Realize that the “concept” of public lands as we know them today was a new and foreign idea in the early 1900s when the Weeks Act was passed.

Priority 3b

Topic: ***Natural Resource Management; Who the Forest Service is Today; People Who Work for the Agency; Watershed Protection and Habitat Management***

Theme:

With growing recreation demands upon forestlands, ensured sustainability of these forestlands, watersheds and habitats is a critical management issue calling for a diversity of skills and backgrounds in the stewardship of public lands.

Objectives:

As a result of this exhibit, visitors will:

- Understand the history of logging and the important effects logging has on the local economy and area.
- Recognize how logging changed the face of the forest, and become aware of the visible remnants that remain.
- Realize the diversity of the disciplines, backgrounds, and cultures of Forest Service employees.
- Recognize some of the early and current land-management techniques used by the Forest Service.
- Understand the relationship between land-management practices and the conservation of watersheds and habitats that benefit wildlife and people.

Priority 4

Topic: ***Watchable Wildlife; and Special Safety Concerns
Unique to Moose***

Theme:

Wildlife in their native habitat can be best viewed at certain times, and with certain precautions.

Objectives:

As a result of this exhibit, visitors will:

- Have an appreciation for different wildlife species in the White Mountains.
- Understand the necessity of having respect for the behavior of wildlife in their native habitats.
- Discover how to enjoy wildlife from a safe distance.
- Practice safe driving around wildlife.

Notes/Design Instructions:

A taxidermy moose mount is available from the Forest for this exhibit. If the moose is used, its transportation and installation will be part of the exhibit contract.

Priority 5

Topic: **Partnership Recognition (with audio/video area)**

Theme:

This Forest is managed with intense public participation; many partnerships on the White Mountains date back to the first development and conservation of the region, and ongoing local and state partnerships produce many benefits for the area, including the construction of this facility.

Objectives:

As a result of this exhibit, visitors will:

- Realize the strong presence and participation of a wide variety of partners on this Forest.
- Understand the historical context of partnerships in the White Mountains.
- Recognize that this exhibit hall is the result of partnerships.
- Understand that the multiple partnerships on the Forest are ongoing and dynamic, and that there are too many to be contained in this sign.
- Understand—throughout the exhibit hall—the significance of partnerships in the era of early tourism, as well as in today’s land-management and forest-management decisions.

Notes/Design Instructions:

Desired Condition: This exhibit will acknowledge the diversity of partners and the importance of contributions made over the history of the Forest. Do not list all the partners; however, identify and credit the groups that participated in the design and construction of this exhibit facility. A “blueprint” or schematic of the exhibit hall should be displayed within this exhibit.

The Forest will design and construct a scaled version of an Adirondack shelter that will house an A/V unit. In this area, the Forest will purchase and install all A/V components and will provide benches for seating.

Priority 6

Topic: **Welcome; Forest Service Identification and Logo**

Location in exhibit hall: Entry into exhibit hall from lobby.

Theme:

The White Mountain National Forest is one of the most scenic and popular recreation areas in New Hampshire, and visitors who travel the Kancamagus National Scenic Byway require special orientation and information, and have special safety needs.

Objectives:

As a result of this exhibit, visitors will:

- Recognize that this is a Forest Service exhibit hall and that they will be recreating on Forest land.
- Feel welcomed by the Forest Service.
- Feel well-served by and supportive of the Forest Service efforts at this site.
- Recognize the Forest Service logo and mission, “Caring for the Land and Serving People.”

Appendix B

Project Plan and Agreement with Region 2 Center for Design and Interpretation—Draft

United States Department of Agriculture / Forest Service / Rocky Mountain Region / Region 2
Rocky Mountain Center for Design and Interpretation
740 Simms Street / Golden, Colorado 80401 / P.O. Box 25127 / Lakewood, Colorado 80225-0127

Date: April 9, 2003

Forest: White Mountain National Forest, Region 9

District: Pemigewasset Ranger District

Project Manager: Sharon Kyhl, (307) 745-2124 or (307) 742-1134

Forest/Project Liaison: Mary Gebhart, (603) 528-8748

Project Number, Name, and Location: White Mountain Attractions – Gateway Visitor Center,
North Woodstock, NH, Kancamagus National Scenic Byway

Job Code: CMFC22 (0922)

This is the Project Plan and Agreement between the Forest and the Rocky Mountain Center for Design and Interpretation describing specific project requirements to be fulfilled and duties to be performed by all parties to produce or provide the services and products as agreed to below.

PREPARED

Sharon Kyhl, Project Manager

Date

RECOMMENDED

Mary Gebhart, Forest/Project Liaison

Date

APPROVED

Terry Wong, CDI Manager

Date

John Serfass, District Ranger

Date

Tom Wagner, Forest Supervisor

Date

Project Purpose and Background

The purpose of this project is to effectively distribute recreation and visitor information and to provide orientation. The information provided will include interpretation of how the Forest was formed, as well as explanations of how the landscape and its uses have changed. This project will be aimed at: creating a positive public image; meeting Forest, Regional, and National goals for interpretation and exhibit design; enhancing public safety and accessibility; and creating public understanding of and appreciation for the Forest Service, its mission and management, resource protection, and the natural and cultural history of the Forest.

White Mountains Attractions (WMA) is currently completing a barn-like addition (of approximately 1,500 square feet) to the Chamber of Commerce building located in North Woodstock, New Hampshire. The Forest, under a Challenge Cost-Share Agreement, will use this state-owned facility, known as the Gateway Visitor Center. This agreement specifies that the Forest Service will provide, operate, and maintain interpretive exhibits in the Gateway Visitor Center.

Recreation Opportunity Spectrum (ROS)

The Recreation Opportunity Spectrum classifications for the Kancamagus Scenic Byway range from Urban at the gateways to Rural around the corridor and developed sites.

Scope of Work—Products and Services

The scope of work consists of planning, design, fabrication, and installation of exhibits for the Gateway Visitor Center. Project planning will include the completion of an Interpretive Prospectus and Plan for the center. Concurrently, a design/build Request for Proposals (RFP) will be developed for contracting exhibit design, fabrication, and installation.

Gateway Visitor Center Interpretive Prospectus and Plan

The Interpretive Prospectus and Plan will include the following:

- I. Introduction
- II. Background
 - Visitors/Analysis/Use Patterns*
 - Parameters (Forest Plan, etc.)
 - Inventory of Current Interpretation
 - Inventory of Byway Sites*
 - Inventory of Personal Services*

- White Mountain Attractions Needs, Targets, Goals
- III. Kancamagus Byway Interpretive Theme, Goals, and Objectives
 - A. Statements of Significance for Byway
 - B. Management Goals and Objectives
- IV. Gateway Visitor Center Theme, Goals, and Objectives
 - A. Sub-Themes
 - B. Media Recommendations
- V. Plan Implementation and Prioritization
 - A. Cost Estimates
 - B. Schedule
 - C. Marketing Ideas
 - D. Corporate Image—"Look"
 - E. Potential Partners
- VI. Guidelines
 - A. Design Guidelines
 - B. Smithsonian Institution Exhibition Accessibility Checklist
 - C. Evaluation of Interpretive Programs
 - D. Supporting Information

The goal of the Interpretive Prospectus and Plan is to provide enough details—ranging from themes, goals, and objectives for interpretive exhibits to cost estimates—that the RFP for the project can include interpretive prospectus and planning information for specific exhibits as prioritized in the plan. The Interpretive Prospectus and Plan will tier to the Forest Plan, the Regional Interpretive Prospectus and Plan/Recreation Strategy, and the National Recreation Strategy.

The Forest has drafted a plan (*White Mountain Attractions Visitor Center Exhibit Redesign Proposal, March 2003*) that will be used as the basis for the Gateway Visitor Center Interpretive Prospectus and Plan. The Region 2 Center for Design and Interpretation (CDI) will be responsible for completing the Interpretive Prospectus and Plan.

Gateway Visitor Center Design/Build RFP and Contract

The RFP and subsequent contract will include the following:

- I. Description of Project
- II. Design Requirements
- III. Contractor's Services
- IV. Performance and Approval

- V. Submittals
- VI. Exhibit Design Pre-Work Meeting
- VII. Technical Design and Design Reviews
 - A. Conceptual Design (25%)
 - B. Design Development (50%)
 - C. Final Design/Construction Documents (100%)
- VIII. Exhibit Fabrication and Installation Specifications
- IX. Attachments (Interpretive Prospectus and Plan and Site/Building Plans)

CDI will be responsible for completing the RFP and will work with the Region 9 Contracting Office to advertise and award the contract. The design/build contractor is responsible for exhibit design, fabrication, and installation.

Compliance and Regulatory Requirements

No specific NEPA action is necessary for this project. All applicable requirements and compliance standards (i.e., ADA, Forest Plan Standards and Guidelines, National Recreation Strategy, Building Codes, etc.) will be considered in the development of the Interpretive Prospectus and Plan and the RFP.

Value Analysis

This project does not require a value analysis. It is not on Forest Service land.

Roles and Responsibilities

Our common goal is to produce a quality product that meets the needs of all parties. This project agreement is part of the effort to ensure that our goal is met. The Project Manager is the CDI point of contact on day-to-day technical and administrative issues. In addition, the Project Manager has the overall responsibility of making sure the identified program requirements are met within budget and on schedule. The Project Manager will keep the CDI Manager informed on project status. The Forest/Project Liaison will be the Project Manager's point of contact for the Forest. The Forest/Project Liaison has the overall responsibility of coordinating the work at the Forest level, including, but not limited to, the Forest Supervisor, Supervisor's Office PAO, Recreation and Engineering Staff, District Ranger, and appropriate District Staff.

Project team

| | |
|--|---|
| Project Manager/COR | Sharon Kyhl, Interpretive Planner, CDI |
| Interpretive Prospectus and Interpretive Plan Author | Cheryl Hazlitt, Interpretive Planner, CDI |
| Forest/Project Liaison | Mary Gebhart, Engineering Technician, White Mountain NF SO |
| Forest Participants | Alexis Jackson, PAO Office, White Mountain NF SO Sterling Messer, Assistant Ranger/Recreation, White Mountain NF, Pemigewasset RD Bill Dauer, Forest Engineer, White Mountain NF SO |
| Cooperator/Partner | Richard Hamilton, President, White Mountain Attractions |
| Graphic Design | Jackie Twiss, Graphic Designer/Illustrator, CDI |
| Contracting Officer (CO) | William Clark, Contracting Specialist, RO/R9 |
| Line Officers | Tom Wagner, Forest Supervisor John Serfass, District Ranger |
| Quality Assurance/Oversight | Marion Lostrom, Exhibit Coordinator, WO Terry Wong, Manager, CDI |
| RFP Technical Evaluation Board | To be determined (to include representatives from CDI, WMNF, and WO) |

Project Schedule

FY 2003

| <i>Item</i> | <i>Responsibility</i> | <i>Completion Date</i> |
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| Approval of Project Plan and Agreement | Forest | Apr. 30, 2003 |
| Site Visit and Interpretive Prospectus and Plan Meeting | CDI/Forest | Apr. 14–18, 2003 |
| Presolicitation Notice – Design/Build RFP | CO-Clark | Mid-May 2003 |
| Interpretive Prospectus and Plan – 90% Review | Hazlitt | May 9, 2003 |
| Interpretive Prospectus and Plan Review Comments to Hazlitt | Forest/WMA/WO | May 16, 2003 |
| Draft RFP | Kyhl | May 16, 2003 |
| Draft RFP Review Comments to Kyhl | Forest/WMA/WO | May 23, 2003 |
| Complete Interpretive Prospectus and Plan – Final | Hazlitt | May 30, 2003 |
| Complete and Issue Design/Build RFP | Kyhl/Clark | June 6, 2003 |
| Evaluate Design/Build Proposals | Evaluation Board | Mid-July 2003 |
| Award Design/Build Contract | CO-Clark | Early Aug. 2003 |
| Exhibit Design Pre-Work Meeting | Kyhl/Clark/Forest | Sept. 2003 |

FY 2004

Specific dates to be determined at contract award.

| <i>Item</i> | <i>Responsibility</i> | <i>Completion Date</i> |
|--|-----------------------|------------------------|
| Exhibit Design – Conceptual Design – 25% Review | Kyhl/Forest/WO | Oct. 2003 |
| Conceptual Design Review Comments to Kyhl | Forest/WO | Nov. 2003 |
| Exhibit Design – Design Development – 50% Review | Kyhl | Dec. 2003 |
| Design Development Review Comments to Kyhl | Forest/WO | Jan. 2004 |
| Complete Exhibit Design – 100% | Contractor | Mar. 2004 |
| Exhibit Fabrication and Delivery | Contractor | Aug. 2004 |
| Exhibit Installation | Contractor | Sept. 2004 |

Funding and Cost Estimates

Funding

\$400,000 CIP funds in FY 2003 (job code CMFC22, override 0922) for Interpretive Prospectus and Plan; contracting; and exhibit design, fabrication, and installation. The Forest has stated that \$350,000 should be allocated for the exhibit design/build contract. At this time, any potential additional funding in FY 2004 is unknown.

Cost Estimates

FY 2003

| <i>Item/Name</i> | <i>No. Days*</i> | <i>Daily Rate</i> | <i>Total**</i> |
|--|----------------------|-----------------------|------------------|
| Interpretive Prospectus and Plan | | | |
| Cheryl Hazlitt | 24 | \$325 | \$7,800 |
| Jackie Twiss | 2 | \$275 | 550 |
| Architect (CAD) | 4 | \$325 | 1,300 |
| Travel and per diem (1 trip; days included above) | | | 1,300 |
| Subtotal | | | \$10,950 |
| Design/Build RFP | | | |
| Sharon Kyhl | 12 | \$300 | \$3,600 |
| Sharon Kyhl or Cheryl Hazlitt (Evaluation Board) | 6 | \$325 | 1,950 |
| Travel and per diem (4 person trips; Evaluation Board; days included above where applicable) | | | 4,000 |
| Subtotal | | | \$9,550 |
| Design/Build Contract Amount | | | \$350,000 |
| Contract Administration | | | |
| Sharon Kyhl | 10 | \$300 | \$3,000 |
| Cheryl Hazlitt | 2 | \$325 | 650 |
| Travel and per diem (1 trip; days included above) | | | 1,300 |
| Subtotal | | | \$4,950 |
| FY 2003 Total | | | \$375,450 |

* Number of days includes an additional 20% to account for holidays and annual/sick leave.

** Total cost does not include White Mountain NF personnel salary.

FY 2004

| <i>Item/Name</i> | <i>No. Days*</i> | <i>Daily Rate</i> | <i>Total**</i> |
|---|----------------------|-----------------------|-----------------|
| Contract Administration | | | |
| Sharon Kyhl | 50 | \$310 | \$15,500 |
| Cheryl Hazlitt | 10 | \$335 | 3,350 |
| Inspector (Exhibit Installation) | 10 | \$275 | 2,750 |
| Travel and per diem (1 trip; days included above) | | | 3,900 |
| FY 2003 Total | | | \$25,500 |

* Number of days includes an additional 20% to account for holidays and annual/sick leave.

** Total cost does not include White Mountain NF personnel salary.

An ISA will be prepared for CDI in the amount of \$25,450 for FY 2003 and \$25,500 for FY 2004. CDI staff will charge costs directly to the White Mountain NF job code and override.

Project Plan and Agreement Amendment Process

This Project Plan and Agreement may be amended by any party to the agreement, subject to concurrence by all parties. Circumstances that may result in an amendment include changes in scope, schedule, budget, and key team members. Amendments will be in the form of revisions to the original Project Plan and Agreement or changes documented through standard correspondence or electronic mail. Project Plan and Agreement amendments will be distributed to the client and all team members.

Appendix C

White Mountain Attractions Gateway Visitor Center Photos



***Exterior
(under construction)***

Left: Gateway Visitor Center.

Below: Entrance to Gateway Visitor Center.



***Interior
(under construction)***

Right: Barn doors and open-beam ceiling.

Below: View of rear wall of exhibit hall.



Appendix D

Smithsonian Institution Exhibition Accessibility Checklist

Edited to conform with USDA Forest Service Regulations.

Contents

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Route to and through the exhibition

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|--|--|------------|-----------|
| The route from the accessible entrance to the exhibition space and through the exhibition space is without obstructions or changes in level (or provides ramps, lifts, or elevators to negotiate those changes). | | | |
| The route has sufficient width (minimum 36" [91.4 cm]), lighting (minimum 10 foot-candles), and good directional signs. | Width: _____ Light level: _____ | | |
| There are no protruding objects with bottom edges above 27" [68.6 cm] or below 80" [203 cm] above the floor. | Heights: _____ | | |

Exhibition space

Exhibition content and collections

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|--|-----------------------------------|------------|-----------|
| <p>The exhibition content is offered in such a way that information can be gathered—either redundantly or in part—aurally, tactually, and visually.</p> <p>For example, someone who is deaf can understand all key points of an exhibition because he can receive the information visually; someone who is blind or has low vision can understand all the same key points by receiving the information both tactually and aurally.</p> | | | |
| The content presentation offers several levels of intellectual access (i.e., people who have cognitive disabilities can understand key information presented in the exhibition). | | | |
| Objects, models, or reproductions that illustrate key exhibition information and convey a coherent story are available for tactile examination. | | | |
| Audio descriptions for exhibitions are integrated into larger presentations, such as highlights tours of a series of galleries. | | | |
| There are no obstructions to seeing objects in the exhibition space if the visitor is short or seated (e.g., high pedestals, railings that obscure the view). | | | |
| Railings can be detected by a cane. (Railings at the lowest point may be no higher than 27" [68.5 cm] above the floor to be cane-detectable.) | Height: _____ | | |

Color in exhibitions

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|--|-----------------------------------|------------|-----------|
| <p>There is 70% light reflectance value contrast between the colors of the floors and the walls to differentiate vertical and horizontal planes.</p> <p>The following formula for determining contrast is located in the appendix section of the Americans with Disabilities Act Accessibility Guidelines, Section A4.30:</p> <p>Contrast = $[(B1 - B2)/B1] \times 100$ where B1 = light reflectance value of the lighter area and B2 = light reflectance value of the darker area.</p> <p>Note that in any application neither white nor black is ever absolute; thus B1 never equals 100 and B2 is always greater than 0.</p> | <p>Contrast:</p> <p>_____</p> | | |
| <p>The furniture color contrasts with the floor and walls nearby. Furniture should not be the same color as the flooring, so that it can be seen clearly and does not become a tripping hazard.</p> | | | |
| <p>There are no patterns created by color or shape in the flooring that create an optical illusion of depth or height change.</p> <p>For example, a herringbone pattern of bricks with beveled edges may give the illusion of a raised edge at the center of each row; dark colors may appear as a lowered section of the floor.</p> | | | |
| <p>The colors work with the lighting to create a well-lit, easily navigated exhibition space.</p> <p>Dark colors will absorb the limited light; light colors may be reflected in display cases, potentially creating confusing areas.</p> | | | |

Exhibition lighting

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|---|--|------------|-----------|
| If light levels in galleries change from room to room, there is a gentle transition in lighting level from room to room. | | | |
| The level of light on circulation routes is at least 10 footcandles. If light levels are restricted by conservation requirements, there are at least 10 footcandles of light on the floor and on the label text. | Light level: _____ Light level: _____ | | |
| The light is adequate and even (i.e., not creating shadows and under-lit areas) across all objects and across the galleries. | | | |
| The lighting in the space minimizes the pooling of light and shadow on the floor that can cause problems with depth perception. | | | |
| The lighting minimizes the glare on the objects, panels, and cases for a visitor who is either standing or seated. | | | |
| The visitor creates no shadows on objects, labels, or text when standing or sitting in front of them. | | | |

Furniture in exhibitions

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|---|---|------------|-----------|
| Cases, benches, and exhibit barriers are positioned so the circulation route is clear and predictable (i.e., cases and objects do not jut out unexpectedly). | Contrast: _____ | | |
| There is seating with arm and back support in the galleries and corridors (recommended for 50% of the seating in every area). | Total number of seats: _____ Seats with back and arm support: _____ | | |
| There is enough space around all sides of exhibition cases for people using wheelchairs, walkers, and crutches to circulate around and view the exhibits. “Enough space” means: for routes, paths 36" [91.4 cm] wide; for clear floor space, 30" × 48" [76 cm × 122 cm]; for turnaround, 5' [1.52 m] diameter. | Route width: _____ Clear floor space : _____ x _____ Turnaround diameter: _____ | | |
| The cases are not bumping or tripping hazards. To be cane-detectable, wall-mounted cases protruding from the wall must have their lower edges no higher than 27" [68.6 cm] above the floor. If the lower edges of the cases are cane-detectable, they can protrude any amount as long as they do not diminish the required circulation route, which must be 36" [91.4 cm] wide. If the lower edges of the cases are higher than the maximum 27" [68.6 cm], they can project no more than 4" [10 cm] from the wall. | Height of lower edge: _____ Route width: _____ Height of lower edge: _____ Projection from wall: _____ | | |
| Case floors are low enough for someone who is short or seated to see everything inside the case. (Actual maximum floor height varies with the size and number of objects within the case.) | | | |

Labels in exhibitions

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|---|-----------------------------------|------------|-----------|
| The letters are in a readable typeface (sans serif or slab serif). | | | |
| The letters are in a readable size (minimum 1/4" [6.5 mm] x-height). | x-height: _____ | | |
| The letter spacing is such that letters are neither crowded together nor separated from each other by large amounts of white space. | | | |
| Type is flush left. Label text of more than three lines is never centered. | | | |
| There is sufficient color contrast between the letters and the background (a minimum of 70% is recommended). | Contrast: _____ | | |
| Letters are not printed over a patterned background in a way that makes them difficult to read. | | | |
| The labels are placed so that they can be seen and read by a person who is short or seated. (For example, labels should not be placed on a horizontal surface higher than 36" [91.4 cm] above the floor.) Wall-mounted labels should be located between 43" [109 cm] and 67" [170 cm] above the floor (depending on type size), for easy viewing by people who are either seated and standing. | Height: _____ | | |
| Labels are placed in consistent, predictable locations with relation to the objects that they describe, so that they are easy to find. | | | |
| The text is written in concise, simple language. | | | |
| Label text—totally or in part—is available in Braille, on auditory computer disk, or on audiotape. | | | |
| As with cultural and gender equity, where appropriate, information about the life experiences of people with disabilities is included in the content. | | | |
| When included, information regarding people with disabilities uses language that is correct and appropriate. | | | |

Audiovisual components and manipulatives in exhibitions

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|---|---|------------|-----------|
| <p>There is enough room for a wheelchair-user to use an interactive station.</p> <p>To use a station, wheelchair-users need a clear floor space of at least 30" [76 cm] wide by 48" [122 cm] long, as well as knee clearance of 19" [48.3 cm] deep by 27" [68.6 cm] high by 30" [76 cm] wide.</p> | <p>Width: _____</p> <p>Length: _____</p> <p>Depth: _____</p> <p>Height: _____</p> <p>Width: _____</p> | | |
| <p>The controls at the stations can be reached by people who are short or seated.</p> <p>At their highest position, controls can be no more than 48" [122 cm] above the ground. If the controls are obstructed by a barrier, they can be no higher than 42" [106.7 cm] above the barrier.</p> | <p>Height: _____</p> | | |
| <p>The controls are not difficult to use. Controls must require use of only one hand; no more than 5 pounds of force; and no pinching, grasping, or twisting to operate.</p> | <p>Force required: _____</p> | | |
| <p>The control buttons are large enough. Buttons should be at least 3/4" [19 mm] in diameter.</p> | <p>Diameter: _____</p> | | |
| <p>The interactives are captioned (including instructions for use) for those who cannot hear narration or instruction.</p> <p>If the presentation has no narration, there is a label to indicate this.</p> | | | |
| <p>If closed captioning is used, the decoder activator is clearly marked and easy to find.</p> | | | |
| <p>Instructions for the interactive components are easy to understand.</p> | | | |
| <p>The instructions are available in audio and in Braille.</p> | | | |
| <p>Audio presentations do not conflict with each other nor do they provide distracting background noise. They are not loud and they are located at sufficient distance from each other.</p> | | | |
| <p>Audio-only presentations have a transcript of the narration provided within the exhibition space.</p> | | | |

Public programming spaces in exhibitions

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|--|---|------------|-----------|
| An assistive listening system is available, and there are signs to indicate its availability and location. | | | |
| The presentation is captioned. The presentation takes place with the captioning open. If the presentation has no narration, there is a label to indicate this. | | | |
| The presentation is audio-described. Appropriate equipment for accessing the audio description is available on site, or directions for obtaining the equipment are shown at the exhibit entrance. | | | |
| There are locations for seating for wheelchair-users (minimum 30" [76 cm] wide by 48" [122 cm] long), and there are signs to indicate the locations. (Required numbers of seating locations are at the end of this checklist.) | Width _____ Length _____ Total seating capacity _____ Number of wheelchair seating locations _____ | | |
| Designated wheelchair locations are dispersed, to provide a variety of views comparable to those offered in fixed-seat locations. | | | |
| Locations for wheelchair users are next to spaces with seats. | | | |
| One percent of the total seats are available with removable or no armrests (a minimum of one seat is so equipped). These seats are located on an aisle and are marked as accessible to people with disabilities. | Number of locations with removable armrests _____ | | |
| If there is a raised stage designated for audience and staff involvement, the stage must be accessible both from the audience level and from behind the stage with the following characteristics: 1. There is a ramp up to the stage that meets all access requirements. 2. There is enough maneuvering room on the stage for a wheelchair-user. 3. There is a detectable warning at the edge of the stage (e.g., railing, color strip, detectable surface change). | | | |

Emergency egress

| | <i>Measurements and notes</i> | <i>Yes</i> | <i>No</i> |
|--|--|------------|-----------|
| Emergency routes out of the exhibition are accessible paths of travel (i.e., they are free of changes in level, and they have sufficient width and light level, accessible doors and hardware, and accessible signs directing to the exits). | | | |
| Emergency routes connect directly to accessible routes within the facility. | | | |
| Emergency exits are obvious and clearly marked as such. | | | |
| There are the required number and configuration of visual fire alarms within the gallery or exhibit space. | Number of visual fire alarms: _____ | | |
| Information on emergency egress (e.g., floor plans indicating accessible egress) is available to visitors. | | | |
| The information on emergency egress is available in large print, in Braille, and on audiotape. | | | |

Chart showing number of required wheelchair seating locations in public programming spaces

| <i>Capacity of seating in assembly area</i> | <i>Required number of wheelchair locations</i> |
|---|--|
| 4 to 25 | 1 |
| 26 to 50 | 2 |
| 51 to 75 | 3 |
| 76 to 100 | 4 |
| 101 to 150 | 5 |
| 151 to 200 | 6 |
| 201 to 300 | 7 |
| 301 to 400 | 8 |
| 401 to 500 | 9 |
| 501 to 1000 | 2 percent of total |
| Over 1000 | 20, plus 1 for each 100 over 1000 |

Appendix E

Supporting Documents: Forest and Byway History and Mandate

The Kancamagus has been referenced in Forest documents as far back as the 1960s. The following materials support the development of a visitor information center.

1976 Kancamagus Unit Plan

A precursor to the 1986 Forest Plan, this unit plan highlighted the 105,000-acre area surrounding the highway from the I-93 corridor in Lincoln to Conway. In the “Visitor Information Services” section, the unit plan observed that “[t]he burden on the Saco District Ranger Station as a contact/information center has increased to the point where it is difficult for the public to be served and day-to-day administration to be accomplished. A division of effort is needed and overdue. There is a need for visitor contact facility on the west end of the highway to serve the heavy I-93 influx.” The 1986 Forest Plan refers back to this unit plan for direction.

1986 Forest Plan

The current Forest plan talks about the importance of recreation and of tourism, although not specifically in connection with interpretation: “The millions of people who visit the White Mountain region make it the highest recreation/economic impact area of any in New Hampshire. [Recreation] investments are closely related to driving for pleasure which is a major benefit on the Forest.”

1987 Kancamagus Highway Viewshed Plan

This document was developed after the 1986 Forest Plan by Tom Kokx, the Forest Landscape Architect. He produced guidelines for a long-term, detailed approach to managing the highway corridor. The viewshed plan states: “Interpretation Opportunities: During all phases of implementation, opportunities exist to interpret on the ground the concepts outlined in this paper. Every advantage should be taken to provide this interpretation to the public. Opportunities may include use of brochures, exhibits at information centers, pullouts to observe activities completed or still underway, and guided talks.”

1989 Communication Strategy

This document was written in 1989 by Ned Therrien, Public Affairs Team Leader. He recognized the need to educate forest visitors and the necessity for more and better information on a wide variety of subjects. White Mountain Attractions is mentioned as one of the entities that assist the Forest Service in dispensing information to visitors. This paper remarks that “[t]here is considerable demand for exhibits” and for “audio/visual programs for use in public presentations.” It also observes that “[t]he WMNF draws large numbers of people to a relatively small area of land (763,000 acres), but most of the use is concentrated at specific locations and in corridors. . . . [T]he FS currently contacts large numbers of people at Interstate Contact Stations at Lincoln. . . .”

The combination of these strategies led to eventual funding and development of the Kancamagus Interpretive Plan (also known as the Kancamagus Scenic Byway Interpretive Plan), completed by DeWan and Associates in 1993. The plan’s implementation was completed in 2002, and by 2003 the last set of interpretive signs was in the design and fabrication stage. Signage along the byway will complement the general introduction and overview provided at the Gateway Visitor Center and will provide more in-depth information.

The Kancamagus Interpretive Plan includes catalogued resources. See a copy of the Kancamagus Scenic Byway outline and production notes (separate hard copy) for a complete list of artifacts, graphics, photos, and text that have already been developed for the plan and reside at the Supervisor’s Office in Laconia, NH.

Kancamagus Scenic Byway Interpretive Plan: Connected Interpretive Wayside Areas

The Gateway Visitor Center is one of the “bookends” of the overall interpretive plan developed for the scenic byway, which covers 28 miles and 14 sites. The following is a list of sites along the byway that have already been constructed, reconstructed, and interpreted using the exhibit plan by DeWan and Associates.

The Kancamagus Scenic Byway Interpretive Plan is a comprehensive plan that began development in 1992. The culmination was a 98-page document, outlining interpretive themes with significant detail, including all artwork, photographs, and exhibit designs. It also included conceptual plans for reconstruction and construction of all sites along the 28-mile stretch of road, and all but two of these have been implemented. Funding is anticipated for the last two construction sites in FY2003. Now that the sites are completed and interpreted, the final step of implanting the anchor point at the visitor center can proceed.

Scenic Byway (from west to east):

All panels use the DeWan production plan and color scheme. All sites are constructed utilizing DeWan conceptuais for traffic flow and interpretation.

Gateway Visitor Center – Under an agreement involving many partners, barn-raising for the addition was completed in 2002 by the Timber Framers Guild. Also under a Challenge Cost-Share Agreement between WMA and the Forest Service, the FS will provide and maintain the exhibits in the new wing. These exhibits give the general programmatic background for the sites that Forest users will visit along the byway, as well as other places in the Forest. It is the desire of WMA and the Forest Service to provide 24-hour access to the vestibule at the entrance. This area will be lighted and heated and have an ATM machine, brochures, and vending machines for both consumables and fee passes.

Lincoln Mill – Provides a kiosk with panels that interpret the historic mill site of Lincoln. There is a signed agreement for placing the kiosk and panels on private land. The panels are pending under contract. The kiosk has been prefabricated and will be installed when weather permits in FY2003.

Loon Mountain – This is an alpine ski resort, part of which is under Special Use Permit with the Forest Service. A signed agreement is complete that calls for installing freestanding panels in FY2003. Panels interpret the following themes: *Railroads tame the mountains* (logging and the significance of railroads); *Recreation, a second life for the forest* (at the base of the ski area); *A species restored* (salmon and the Pemigewasset River); and *Balancing river users* (facing the river from the parking lot). The panels are pending under contract.

Pemigewasset Wilderness Center – This is located at the entrance to the Pemigewasset Wilderness. In 2001, in agreement with the State of New Hampshire DOT, the state designed and constructed a pedestrian walkway across the existing highway bridge on the byway, using the DeWan conceptual plan. A loop trail was reconstructed and the suspension bridge just upstream was renovated to provide a short scenic walk adjacent to the Pemigewasset Wilderness. FS employees provide demonstrations for low-impact camping, nature-walk, and Woods in Winter programs. Each year, approximately 190,000 visitors pass through the doors of the log cabin, which was donated and constructed by a total of 17 partners. The panels are pending under contract. Themes are *The idea of Wilderness; oh, how we've changed* and *Designated Wilderness protects wild areas*. From this site, historic logging roads in the Wilderness can be seen on the mountainsides.

Forest Discovery Trail – This stewardship project, completed in 2001, includes 1.3 miles of trail. The route winds through an 80-acre demonstration forest that highlights the different prescriptions for timber harvest, such

as single-tree selection, clear cuts, and wildlife openings. Each treated timber unit is interpreted, and has photo points established to coordinate with a running visual documentary of how the unit changes each year. Themes are *Forest ecosystems, where change is the only constant; Fields in the forest; and Patches of sunlight spark new growth*. This site has 14 interpretive panels under contract. Temporary interpretation is on site. The natural timber-unit regeneration along the trail is monitored by partners and recorded from the designated photo points. Project Learning Tree anticipates that the interpretive sites located here will provide significant learning experiences for school-aged children.

Hancock Overlook – This is a reconstructed parking area, overlook, and pavilion, completed in 2002. Clearing for the view was completed by New Hampshire DOT. Themes are *A history of White Mountain trails* and *Peak bagging and 4,000-footers*. The panels are under contract.

Pemigewasset Overlook – This area, completed in 2001 with TEA-21 funds, consists of loop parking, trails, and an overlook pavilion with interpretive panels already installed. The themes are *Mature mountains worn by water, weather, and ice* (landforms and glacial shapes) and *Westward journey to the Atlantic* (watersheds and headwaters).

Nearby, the traveler reaches the highest point on the Kancamagus byway and starts the descent toward Conway.

C. L. Overlook – Completed in 2001, this overlook contains loop parking and a pavilion. The themes are *A raindrop's journey* (height of land; watersheds), and *Life at the Top* (subalpine habitats). The panels have arrived and will be installed in spring.

Sugar Hill Overlook – Site construction was completed in 2000. This overlook consists of pull-through parking and a pavilion. The interpretive panels are on Forest land and will be installed in spring 2003. The themes are *A Forest according to plan* (management areas); *Planning to blend with nature* (managing for many uses/panorama); and *How multiple use works*. The panels have arrived and will be installed in early spring.

Sabbaday Falls – In 2002, the historic trail to the falls was reconstructed, including cedar rail that replicates original rail installed by the CCC. The themes are *How Sabbaday Falls got its name* (recreation history); *On foot and horseback, by stage, train, and car* (recreation cycle); *Taking the path of least resistance* (erosion at the falls); and *The path of the falls*. The panels are under contract.

Russell Colbath House – This is a historic settlement adjacent to the byway. Activities planned for 2003 include clearing and restoration of the farming field, framing of a barn by the Timber Framers Guild, and the addition of new parking. The current historic house has an on-site live interpreter.

Evening programs will be conducted in the barn, which will be constructed with trees from the site. Themes are *Growing what the frosts would spare*; *The Russell-Colbath House: an 1830 center-chimney cape*; *A farming community fades into the past* (which offers an opportunity to install the module on settlement and early farmers); *From forest to fields and back again: the changing valley landscape*; *Change in the landscape at Passaconaway Intervale*; and *A portrait of Ruth Priscilla*. Along the trail behind the house, which leads to the river, the themes are *Low-key logging on the Bartlett and Albany railroad*; *Changes in the Swift River Valley*; *Mast pines for England's King*; *Don't cut any corners*; and *Jigger Johnson, life as a logger*. The panels are under contract.

Rocky Gorge – Funded for reconstruction in 2003, this area includes a 44-car lot, and a pedestrian bridge over the gorge, with interpretation of the gorge and of Falls Pond. The themes include *Rocky Gorge: a favorite since the Civil War*; *The power of water*; and *Pond ecosystems*. The panels are pending under contract. The lot is being constructed by the New Hampshire DOT, under agreement in 2003. The new pedestrian bridge over the gorge and the relocated accessible trail to Falls Pond are being contracted by the Forest Service, which is also funded for FY2003.

Blackberry Crossing – This is the original site of a CCC camp, with remnants still visible. It is now a campground, with walking paths and interpretive panels in place as of 2001. In 2002, a new parking facility and additional paths were constructed, to facilitate interpretation of the site. The themes are *How the camp looked in the '30s*; *The motor pool: keep it moving*; and *The CCC—Roosevelt's tree army*.

Covered Bridge – This site consists of a parking lot with pathways leading to interpretation and a view of a covered bridge. The themes of the panels (in place by 2001) are *Cartroads and wagon paths connect a community* and *Albany Covered Bridge: a vital link to town*.

Appendix F

Individual Service Plan (Blank Form and Sample)

INDIVIDUAL SERVICE PLAN (ISP)—Blank form

Program:

Theme:

Objectives:

As a result of this program, visitors will:

Why:

How:

Where:

When:

Materials:

Concerns:

References:

INDIVIDUAL SERVICE PLAN (ISP)—Sample

Program: Shell Falls Fun

Theme: Visitors require special information to successfully find, use, and enjoy Shell Falls.

Objectives:

As a result of this program, visitors will:

- 1) Receive a welcome and orientation to Shell Falls
- 2) Receive and overview of the natural and cultural history highlights
- 3) Receive basic safety and regulatory information

Why: To orient visitors before or at the beginning of their trip so they can make the best use of their time.

How: Brief (10-minute) talks

Where: Stage area

When: Regularly scheduled throughout the day according to bus schedules, etc.

Materials:

Brochures to hand out; information on audiotape tour; sample of popular books available at bookstore; etc.

Forest map and other activities to enjoy.

Natural or cultural history items as appropriate

Concerns: It is important to reach visitors EARLY in their visit. Ideally this should help them enjoy the site more fully and learn about other activities along the Passage to Adventure Corridor.

References:

Forest map; books on flora and fauna; etc.

Appendix G

Helpful Hints for Interpretive Media Design

Following are some basic guidelines and helpful hints for the preparation and design of interpretive media.

Captions

Captions for graphics can be used to meet learning objectives and to capture the theme. Some visitors look only at graphics, so the graphic and its caption will provide a learning opportunity.

Color and contrast

Use contrasting colors for text and background, to make reading easier.

Corporate image

Incorporate the forest name, shield, forest service mission (“Caring for the Land and Serving People”), and perhaps a forest “look,” for example a representative pine branch that appears on all signs, brochures, and other materials. (See samples of signs on web site.)

Layout/design

In general, signs should contain 1/3 graphics, 1/3 text, and 1/3 blank space.

Margins

Margins on text should be flush (aligned) on the left and ragged on the right.

Mounting height

A mounting height of 24 to 30 inches, with a 30- to 45-degree angle toward the viewer, will be accessible to most visitors.

Site compatibility

Make sure each sign is compatible with the site and the ROS classification in terms of color, size, frame, etc. Each sign should enhance the site, not detract from it.

Simplicity

The main body of the text should be no more than two paragraphs consisting of three or four short sentences each. Keep the text to 150 words. (Up to 300

words maximum if you are using captions and smaller fonts—18-point—for secondary text or captions.)

Text

The text should be written with the 3-30-3 guideline in mind: you have 3 seconds to hook the visitor, 30 seconds if the visitor is hooked, and 3 minutes if the visitor is very interested. A sign can be designed and written so that it contains three levels of text, with each level conveying a feeling of the theme, thus providing every visitor with an interpretive opportunity. For example, a short title at the top of a sign may be the only text that some visitors read. Therefore, it is important that the learning objectives for the site be met to some degree even within the 3-second time frame. As an example, the main heading could be “National Forests—An American Legacy,” and the subheadings could be “Many Uses,” “Many People,” “Many Values,” and “A Balancing Act.”

Titles

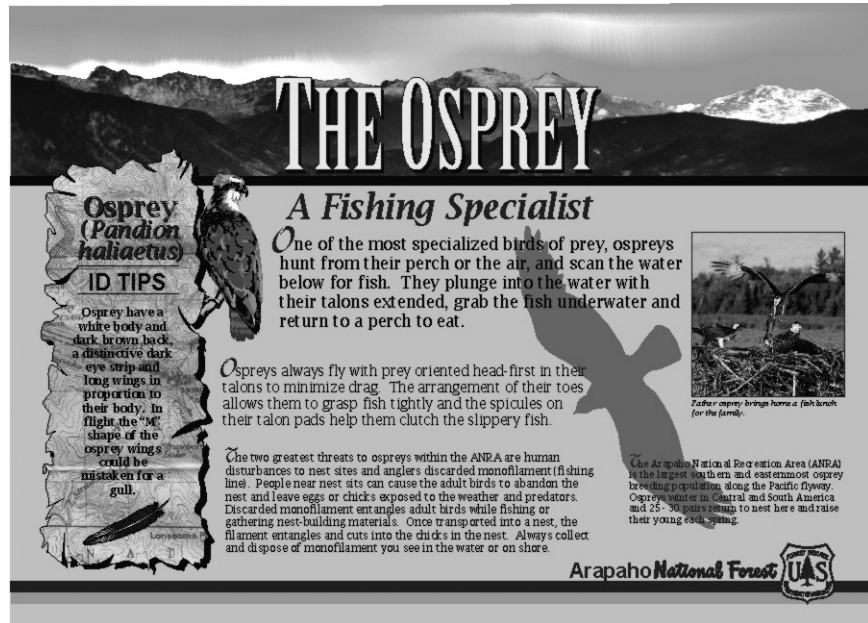
The title of a sign or brochure should be a statement of a theme. For example, “Salvaging Blowdown—A **T**reemendous Renewable Resource” sets the stage for talking about how trees are a renewable resource.

Typeface

On signs, use a sans serif or simple serif typeface, upper and lower case, with a minimum size of 18 points. For titles, use 72- to 60-point type. For subtitles, use 48- to 40-point type. For body text, use 24-point type. For captions, use 18-point type. (These specifications comply with suggested sizes for the visually impaired, according to National Park Service recommendations.)

A design example

Keep in mind that any interpretive presentation needs to offer visitors information that will grab attention within 3 seconds, pique interest within 30 seconds, provide 3 minutes of detail—the really interesting stuff.



Design resources

The preceding notes offer just a few possibilities for how to design interpretive media effectively. The following resources go into more detail:

Interpretation of Cultural and Natural Resources, by Douglas M. Knudson, Ted T. Cable, and Larry Beck. State College, Pennsylvania: Venture Publishing, 1995]. 814-234-4561.

Interpretation for the 21st Century: Fifteen Guiding Principles for Interpreting Nature and Culture, by Larry Beck and Ted T. Cable. Champaign, Illinois: Sagamore Publishing, 1998.

Signs, Trails, and Wayside Exhibits: Connecting People and Places, by Suzanne Trapp, Michael Gross, and Ron Zimmerman. Stevens Point, Wisconsin: College of Natural Resources, University of Wisconsin–Stevens Point Foundation Press, [1991?]. University of Wisconsin–Stevens Point, 54481. 715-346-2076.

The Graphics of Communication, by Russell N. Baird, Arthur T. Turnbull, and Duncan McDonald. New York: Holt, Rinehart, and Winston, 1987.

The Interpreter's Handbook, by Russell K. Grater. [Globe, Arizona?]: Southwest Parks and Monuments Association, 1976.

Environmental Interpretation: A Practical Guide for People with Big Ideas and Small Budgets, by Sam H. Ham. Golden, Colorado: North American Press, 1992.

Graphic Standards for Landscape Architecture, by Richard L. Austin, T. R. Dunbar, J. K. Hulvershorn, and K. W. Todd. New York: Van Nostrand Reinhold, 1986.

Accessibility guidelines for interpretive planning

1. Include captioning on all films and videos. Captioning must be visible when the video is shown in public.
2. Make brochures available in alternate formats, including large print (18 point), as well as in audio and computer disk format on request.
3. Make web sites fully accessible, in compliance with Section 508 of the Rehabilitation Act of 1973.
4. Offer an accessibility guide, available in alternate formats, and include the guide on your web site.
5. Make sure all signage related to accessibility is appropriately posted. Use appropriate language and terminology (e.g., “Accessible Parking” instead of “Handicap Parking”).
6. Involve people with disabilities in the planning, design, and other phases of interpretive development.
7. Provide written scripts whenever audio information is presented.
8. Create accessible routes to exhibits.
9. Display content through different sensory media, either redundantly or in complementary parts of an interpretive exhibit: provide information aurally, tactually, visually.
10. Eliminate obstructions to the viewing of exhibits (e.g., high pedestals or railings).
11. Use large (18-point), sans serif, high-contrast type.
12. All materials for distribution or examination are to be within the reach ranges stated in the accessibility guidelines: maximum forward reach of 48”, maximum side reach of 54”. All controls must be operable with one closed fist and a force of no greater than 5 pounds.
13. Use Braille only where it counts: restrooms, elevators, and the like. Develop Braille site maps and key brochures, as appropriate.

Note these statistics on visual impairment: 11 million people are visually impaired, 5 percent are blind, and only .25–.35 percent (one-quarter to one-third of a percent) actually read Braille. The 95 percent with low vision benefit most from

large print (18-point).

Accessibility web sites

National Center on Accessibility, www.ncaonline.org

The Access Board: A Federal Agency Committed to Accessible Design,
www.access-board.gov

U.S. Census Bureau, www.census.gov/hhes/www/disability.html

Abledata, www.abledata.com

International Disability Access Symbols, <http://www.gag.org/resources/das.php>

Center for Universal Design, <http://www.design.ncsu.edu/cud/>

National Institute on Disability and Rehabilitation Research (NIDRR),
www.ed.gov/about/offices/list/osers/nidrr/index.html

Trace Research and Development Center, trace.wisc.edu/index.shtml

Project Action, www.projectaction.org

Wilderness Inquiry, www.wildernessinquiry.org

Beneficial Designs, www.beneficialdesigns.com/

National Center on Accessible Media, ncam.wgbh.org/

National Center for the Dissemination of Disability Research, www.ncddr.org/

U.S. Department of Justice, ADA home page, www.usdoj.gov/crt/ada/adahom1.htm

Appendix H

Exhibit Evaluation Checklist

This list may be of assistance in identifying the strong and weak points of installed wayside exhibits. Complete a separate sheet for each exhibit being evaluated. Check responses to the questions as “yes” or “no.”

Content

| Yes | No | |
|-----|----|---|
| | | 1. Is the topic interesting, significant, and appropriate? |
| | | 2. Is this a logical location for this subject? |
| | | 3. Is the exhibit content accurate ? |
| | | 4. Are sentences and paragraphs clear, concise, and correct ? |
| | | 5. Are the graphics effective? |
| | | 6. Does the panel contain the right amount of information ? |
| | | 7. Does the exhibit accomplish the purpose stated in the exhibit plan? |
| | | 8. Is the exhibit consistent with the theme, goals, and objectives of the interpretive plan? |

Exhibit design

| Yes | No | |
|-----|----|--|
| | | 1. Is there a good balance of text and graphics? |
| | | 2. Are the panel colors pleasing and easy on the eyes? |
| | | 3. Does the arrangement of text and graphics aid comprehension? |
| | | 4. Is the type legible and readable? |
| | | 5. Are the captions complete and properly placed? |
| | | 6. Is the panel size and shape appropriate for the subject? |
| | | 7. Are the panel and the base materials appropriate for the site? |

Installation/maintenance

| Yes | No | |
|-----|----|--|
|-----|----|--|

| | | |
|--|--|---|
| | | 1. Was the exhibit installed so that it is unobtrusive to natural resources? |
| | | 2. Is there a level, hard-surfaced exhibit pad of adequate size? |
| | | 3. Is the site accessible to visitors, including the mobility-impaired? |
| | | 4. Is the exhibit plumb, level, and solidly anchored ? |
| | | 5. Is the exhibit clean and in good condition ? |
| | | 6. Has the vista from the exhibit site been properly maintained? |

Comments

Adapted from the Wayside Exhibit Evaluation Checklist of Guidelines for Planning, Designing and Producing Wayside Exhibits, National Park Service, Harpers Ferry Center, Division of Wayside Exhibits, 1992.

Appendix I

Completed Exhibit Plans and Installation Information